

Mid-term Evaluation and Learning Exercise of Project Guatemala Cookstoves

Management Response

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Mitigation Action
Facility

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1 Evaluation and Learning Exercise (ELE) of the Guatemala Cookstoves Project – Management Response

1.1 Background

In 2025, the Mitigation Action Facility project Guatemala Efficient Use of Fuel and Alternative Fuels in Indigenous and Rural Communities was subject to an independent mid-project ELE conducted by an evaluation team led by Dorsch Impact.

The project and Technical Support Unit (TSU) provided responses to the recommendations made by the evaluation team as follows:

1.2 Response to the recommendations to the project team to achieve the goal of the project

Recommendations	Activities	Responsible Entity	Timeline
<p>Recommendation 1: Strengthen coordination across project components and actors. The evaluation found that fragmentation between components reduced the effectiveness of the project’s market-building strategy. A shared coordination space would allow for greater sequencing and synergy among field actions.</p>	<p>Recommendation partially accepted.</p> <p>It is important to note the different and very challenging post-pandemic context when the program started execution, marked by key stakeholders adversely affected, and the institutional ecosystem facing considerable difficulties. ICS manufacturers’ sales were affected while rural families experienced increased poverty. Also, microfinance institutions showed limited interest in lending and are hesitant to engage in the sector. This scenario prompted the program to revise its strategy, initiating activities under the Technical Component while seeking to re-strategize the Financial Component support.</p> <p>The program acknowledges the importance of strengthening coordination among components and stakeholders; hence it is important to note that coordination efforts have already been initiated before the ELE report.</p> <p>So, to foster integration and synergy across components, the program has actively promoted coordination among implementing partners and ICS manufacturers. These efforts</p>	<p>Alterna</p>	<p>2025 - 2027</p>

Recommendations	Activities	Responsible Entity	Timeline
	<p>have improved field-level articulation and contributed to strengthening the market-building approach. Specific actions that will continue include:</p> <ul style="list-style-type: none"> • Promotion and integration of ICS models in exhibition fairs and communication platforms part of the campaign. • Participation of trained of trainers (volunteers and women leaders) in the campaign, supported by an incentive scheme. • Complementary work between FUNCAFE and manufacturers to deliver ICS to schools and provide training on their use and maintenance. <p>Furthermore, once operational, the guarantee mechanism will be incorporated into the program’s communication campaign to reinforce access to microfinancing.</p> <p>These coordination efforts will continue to be strengthened throughout implementation to ensure greater alignment and impact across components.</p>		
<p>Recommendation 2: Reactivate and engage professional and public-private platforms.</p>	<p>Recommendation partially accepted.</p> <p>During this time of implementation, it was observed that the different stakeholders have a reduced interest in such coordination as it is perceived that it brought limited benefits in the past.</p> <p>However, in order to confirm this observation the program will conduct a survey among manufacturers to explore their interest in reactivating and/or forming such platform, as well as their willingness to participate. Results of this survey will inform the potential support of the program. Complementary, it will also be analyzed the sustainability of such association or group when program support ends.</p>	<p>Alternativa</p>	<p>H2/2025 - 2026</p>
<p>Recommendation 3: Strengthen implementation of the</p>	<p>Recommendation accepted.</p>	<p>Alternativa</p>	<p>2026</p>

Recommendations	Activities	Responsible Entity	Timeline
<p>GESI Action Plan by moving beyond participation metrics</p>	<p>Within the GESI Action Plan, the Program is developing actions that go beyond participation metrics. The following describes key activities that will continue to be implemented:</p> <ul style="list-style-type: none"> • Strengthening the technical and economic capacities of indigenous and rural women through culturally relevant training initiatives. A new course, delivered in the Maya Mam language, will focus on stove repair and economic empowerment. • The program’s communication and behavior change campaign integrates ethnically, culturally, and gender-relevant elements. This includes the development and dissemination of tailored messages, materials, and events that reflect the realities of target communities and promote inclusive engagement. • Promote awareness-raising processes among manufacturers so that they recognize the importance of employing women in their factories • Financial institutions will be encouraged to incorporate gender-sensitive activities into their credit promotion activities. 		
<p>Recommendation 4: Fully leverage local promoters formed in ToTs with improved materials and training.</p>	<p>Recommendation partially accepted.</p> <p>To strengthen the role of local promoters trained through ToT, the Program has developed regional catalogs of ICS that include photographs, key characteristics, prices, and shipping information. These catalogs will be delivered to ToTs in the different regions and locations where manufacturers operate, helping ToT promote locally available models and reducing the risk of higher prices linked to transportation costs, to encourage greater interest among potential buyers.</p> <p>Additionally in 2026, a second phase of training for ToTs is planned, which will integrate stove demonstration activities to strengthen promoters direct experience with the technologies. This approach seeks to ensure</p>	<p>Alternativa</p>	<p>H2/2025 - 2026</p>

Recommendations	Activities	Responsible Entity	Timeline
	<p>promoters are familiar with the practical use of ICS, reinforcing credibility and promoting adoption.</p> <p>The Program plans to keep working with Habitat for Humanity next year, and to encourage its volunteers to purchase an ICS through the organization’s credit mechanism. This will allow them to promote the technology based on their own experience.</p>		
<p>Recommendation 5: Focus geographically to maximise impact.</p>	<p>Recommendation partially accepted.</p> <p>The Program acknowledges the importance of maintaining a strong geographical focus to maximize impact. However, it is also important to reflect on the ICS manufactures geographic outreach as well as capacity and capabilities for expansion. If the program only focusses in a particular zone this will limit the ICS model of a particular manufacturer that could be sold there. Hence, also limiting the market development scope.</p> <p>Notwithstanding, in some activities it is possible to focus, for example, the behavior change campaign has centered the development of field activities in the municipalities within the prioritized departments and with families selected under defined criteria, involving leaders, communities, and users across the five prioritized departments. This approach will continue throughout 2025 and 2026.</p> <p>In line with this strategy, ICS fairs have been organized in these municipalities. Furthermore, the cooperatives or associations that are being reached by the program are being selected to ensure their field activities coincide within the five focused departments.</p>	<p>Alterna</p>	<p>2025 - 2026</p>
<p>Recommendation 6: Clarify and strengthen the role of local governments and community actors.</p>	<p>Recommendation accepted.</p> <p>Important steps have been taken to strengthen the engagement of local governments and community actors in the Program activities. For</p>	<p>Alterna</p>	<p>2026</p>

Recommendations	Activities	Responsible Entity	Timeline
	<p>example, participation in COMUDE meetings has enabled the involvement of local institutions and community leaders in the activities of the communication and behavior change campaign.</p> <p>The Program is also planning to implement a technical assistance initiative through training a network of community leaders and promoters in the use and maintenance of ICS aimed for households.</p> <p>The Program will continue to engage local governments, community leaders, COCODES, and COMUDES to identify and convene community groups and families to participate in program activities.</p>		
<p>Recommendation 7: Improve financial mechanism design and implementation.</p>	<p>Recommendation partially accepted.</p> <p>It is important to note that the implementation of the financial mechanism is the most challenging component of the program. Since starting, Microfinance Institutions have had a reduced to no interest to provide loans for ICS purchases or to ICS manufacturers. They were skeptical to have an active participation in this sector, mainly due to the high risks of credits/loans and high transaction costs associated with them.</p> <p>The Program has been actively designing the best and most suitable mechanism that could be implemented. As per the revised NSP, a C-RBF strategy was included as well as creating a fund to directly provide loans to ICS manufacturers. Additionally, during this time, the program has regained interest of some MFIs to start working within the sector while it is yet in the process of establishing a guarantee fund for ICS purchases. In parallel, the Program is promoting more flexible financial mechanisms in collaboration with strategic partners. For example, through the partnership with Habitat for Humanity, support was achieved between the cooperatives COPICONCE R.L. and IDEA R.L., and</p>	<p>Alterna</p>	<p>2025 - end of program</p>

Recommendations	Activities	Responsible Entity	Timeline
	<p>the manufacturer Ajpu, opening a direct marketing channel and promoting ICS sales through credit, without the guarantee fund.</p> <p>Additionally, the Program has initiated the implementation of the credit-results-based financing (C-RBF) mechanism, under which manufacturers receive an incentive of Q150.00 for each loan granted to a family for the purchase of an ICS, and submit the required household report, with the complete information required by the Program. This mechanism is intended to incentivize manufactures to expand financing options and reach more families.</p> <p>Finally, the Program has suggested microfinance institutions and cooperatives to be flexible with certain requirements for granting loans for ICS purchase. However, final decision rests with the financial institutions, and has not been confirmed.</p>		
<p>Recommendation 8: Translate laboratory testing results into practical market improvements.</p>	<p>Recommendation accepted.</p> <p>The Program is supporting manufacturers in translating laboratory results into concrete ICS improvements.</p> <p>Technical advisory activities are carried out closely to strengthen manufacturers and recommendations are provided for ICS models to be technically improved. Some manufacturers are already adjusting in the ICS so they could improve its performance.</p>	<p>Alterna</p>	<p>H2/2025, Q1/2026</p>
<p>Recommendation 9: Behavioural change and communication efforts could emphasise the benefits that resonate most strongly with households and manufacturers</p>	<p>Recommendation partially accepted.</p> <p>This is an activity that is already being carried out. The materials, tools, and activities implemented by the Behavioural Change Campaign and Strategy emphasize messages on health benefits and economic savings of ICS use, which strongly resonate with households and manufacturers. Building on this foundation, the strategy also incorporates messages on</p>	<p>Alterna</p>	<p>2025, 2026</p>

Recommendations	Activities	Responsible Entity	Timeline
	<p>environmental protection and greenhouse gas reduction associated with ICS adoption.</p> <p>Communication efforts will continue to expand through social media and other media platforms to highlight ICS benefits, including health, fuel savings, and climate mitigation. Additionally, in 2026, the BCC campaign will reinforce messages of forest conservation benefits and climate relevance of ICS through carbon footprint reduction.</p>		

1.3 Response to the recommendations to the Project Partners for supporting the success of the project

Recommendations	Activities	Responsible Entity	Timeline
<p>Recommendation 10: Reinforce institutional leadership and financial ownership for long-term sustainability.</p>	<p>Recommendation partially accepted</p> <p>The sector is currently lead by MARN, yet the Program, depending on the support provided has to liaise and work with different institutions or actors so sustainability could be reach by developing a market as a whole. Hence, its is difficult to have just one to lead the various activities supported as it will depend on the leadership of them in each of its field of action. Directly involved supply and demand actors play an important role for sustainability as key players in the market. ICS manufacturers are actively supported in strengthening their capacities while building distribution channels and better management of their companies. In the case of the users or customers, the campaign plays a pivotal role for creating awareness and interest in ICS purchases, while the microfinancing will facilitate that purchase. As part of the enabling environment for market development, the Program supports the development of the National Norm, where COGUANOR has led the process of participatory development of the national technical norm for ICS evaluation. This joint effort, together with MARN, ICS manufactures and other private and public institutions as well as academia and civil</p>	<p>IDB and Alterna</p>	<p>2025 - end of program</p>

Recommendations	Activities	Responsible Entity	Timeline
	<p>society representatives, highlights institutional commitment to move toward national adoption, regulatory integration, and long-term sustainability.</p> <p>Additionally, in the case of the MRV system, the program is actively working with MARN teams. Continuation of this support is expected where representatives from key directions of the Ministry, departments and units were identified, and several participatory meetings will continue to ensure institutional ownership and technical alignment between the digital tool under development and the SNICC platform. This process positions the MRV system as a pilot to contribute to the integration of ICS emissions reduction monitoring with national climate platforms.</p>		

1.4 Response to the recommendations to the Mitigation Action Facility for the review, approval and management of future interventions

Recommendations	Activities	Responsible Entity	Timeline
<p>Recommendation 11: Consider GESI-related expectations and indicators in the approved Action Plan that are clearly linked to outcome-level results.</p>	<p>Recommendation accepted.</p> <p>Indeed, it is correctly noted that GESI could have been more firmly embedded and better aligned with the overall project logic and targets. However, the project was already well underway when the introduction of GESI requirements started. At that time, it was agreed with donors that projects already in implementation should integrate GESI as effectively as possible given the remaining time and resources, with a full roll-out of GESI requirements applying only to projects from CfP 2023 onwards. The project incorporated GESI to the best of the team’s knowledge and capacity in 2024.</p>	<p>TSU</p>	<p>Ongoing</p>

Donor Acknowledgement

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Disclaimer

Some of the content in this document was authored under the NAMA Facility but is published by the Mitigation Action Facility. The Mitigation Action Facility is a continuation of the NAMA Facility and builds on its legacy. The NAMA Facility was active from 2012 to early 2023.

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